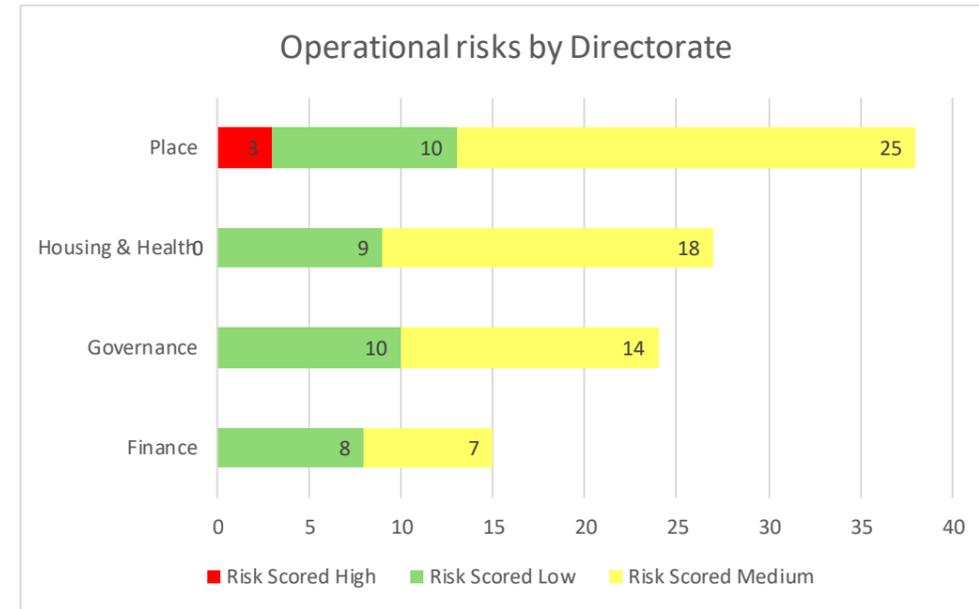
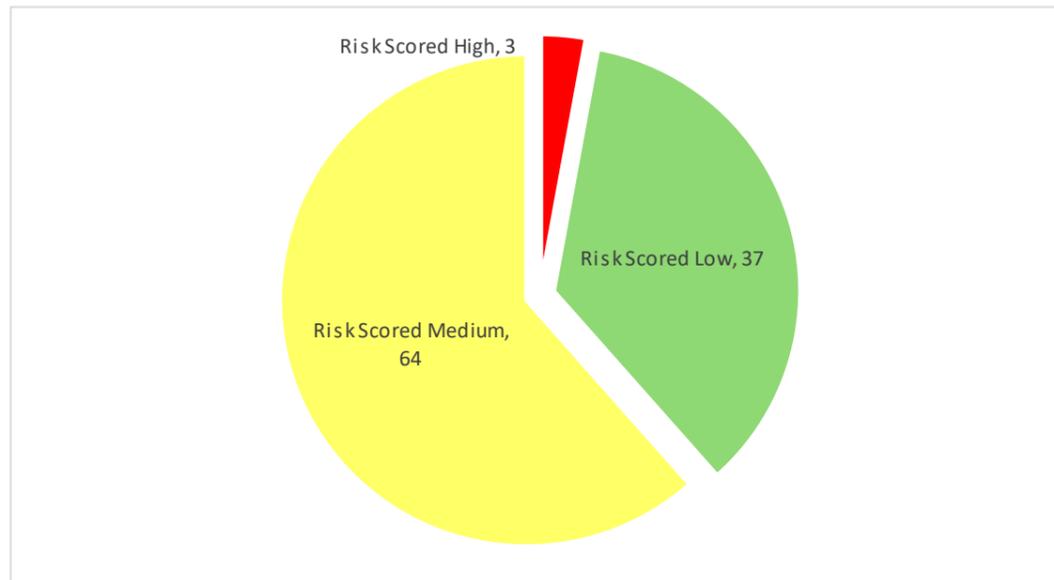


Appendix B – Operational Risk report (as of 23/02/2026). There are 3 High-rated Risks reported.



Operational Risks – High Rating

ID Risk	Risk Type	Directorate	Risk Title	Description	Mitigating Controls	Mitigated Risk Rating	Risk Owner	Risk Owner Comments
Pla22	Operational	Place	Failure to ensure we have a 5-year Housing land supply	There is a risk that the absence of a five-year land supply could significantly impact meeting housing needs, maintaining sustainable development, and ensuring community stability. Without sufficient land supply, there are likely to be adverse economic, social, and environmental consequences.	Regular monitoring and reporting of housing delivery: Working & Effective -Staff making regular contact with developers of major housing schemes re progress and help to unlock and deliver issues - Working & Effective -Progressing the local plan - Working & Effective	High	AD – Strategic Planning & Development Management	Government changes to housing requirements have significantly worsened our housing land supply position.
Pla22	Operational	Place	Lack of funding to enable the delivery of required infrastructure	There is a risk that a lack of sufficient income from the Community Infrastructure Levy could result in a lack of funding needed to deliver the required infrastructure, which may hold up development projects.	Funding from other sources will need to be found to supplement income from CIL to enable the delivery of infrastructure required to support development. - A review of the CIL charging schedule is planned to ensure that income from CIL is maximised.	High	AD – Strategic Planning & Development Management	A review of CIL is needed but ultimately CIL will never be sufficient to fund the necessary infrastructure and we need to ensure that we do all we can to attract government and other funding for infrastructure projects.
Pla33	Operational	Place	The continuity of the recycling and waste service	Failure of the recycling and waste contractors to deliver the service through staff shortages, strike action, company liquidation, legal prohibitions and/or other similar circumstances that render this contractor unable to continue with the contract. Additional risk from the move from the current contract to a new service delivery model.	Partnership working Identification of scenarios for total service failure and introduce Contract Conditions Guarantee Council owns the collection fleet	High	AD Streetscene	Current transition to LATCo of East Devon Environmental Services Ltd. Full project management approach with it's own risk register is underway. Risk is heightened due to number of critical path actions required for LATCo to be safe and legal on 1st July 2026. Plans in place.

Medium and Low Operational Risks

ID Risk	Risk Type	Directorate	Risk Title	Description	Mitigating Controls	Mitigated Risk Rating	Risk Owner	Risk Owner Comments
Fin15	Operational	Finance	Council tax collection	There is a risk that council tax collections could be impacted due to significant increases in household bills and above inflation rises in council tax.	Ensure we have the right policies and processes in place to ensure tax is collected as effectively as possible.	Low	AD Revenues, Benefits, Customer Services, Fraud and Compliance	
Gov1	Operational	Governance	Political Instability	There is a risk that political instability could disrupt our operational and strategic planning. This instability may arise from frequent changes in leadership, policy shifts, and political conflicts, potentially leading to delays in decision-making, reduced public trust, and challenges in implementing long-term projects.	Review if relationships start to deteriorate	Medium	Director of Governance	
Gov3	Operational	Governance	Legal, democratic and HR advice not being followed	Our legal, democratic and HR teams play a crucial role in providing guidance and frameworks to ensure that the authority operates within legal boundaries. The risk of their advice or frameworks not being followed can lead to significant legal, financial, and operational consequences for the authority.	Ensure appropriate training for staff and councillors Regular meetings of the statutory officers Providing comprehensive advice on risks Issuing a statutory report where required	Medium	Director of Governance	
Gov4	Operational	Governance	Failure to support ethical governance and standards within the council and parish councils	There is a risk that failing to support ethical governance and standards within the council and parish councils could lead to an increase in councillor Code of Conduct breaches and complaints to the Monitoring Officer. This risk is heightened if the Monitoring Officer and their staff are not sufficiently resourced in line with statutory requirements and duties.	Ensure sufficient resources Regular training on the code of conduct Having robust complaints procedures in place	Medium	Director of Governance	
Gov6	Operational	Governance	Resources with the directorate	There is a risk that within the Governance Directorate, not having the right staffing resources in the right areas could hinder our ability to provide the best services to other areas of the council. This could result in operational inefficiencies, unmet service expectations.	Implement new structure Identify any other gaps in the structure	Medium	Director of Governance	

ID Risk	Risk Type	Directorate	Risk Title	Description	Mitigating Controls	Mitigated Risk Rating	Risk Owner	Risk Owner Comments
Gov7	Operational	Governance	Strata contract	There is a risk that not effectively managing the contract and performance of our IT supplier, Strata, could result in service disruptions, unmet contractual obligations, and potential financial and reputational damage to the council.	Robust management of the contract through the performance board Introduction of the internal architecture board that have oversight of Strata performance	Low	Director of Governance	
Gov8	Operational	Governance	Strata performance	There is a risk that Strata are unable to provide the services that are needed by the council which could impact on our projects and ultimately our service delivery.	Robust management of the contract through the performance board Introduction of the internal architecture board that have oversight of Strata performance		Director of Governance	
Gov9	Operational	Governance	Accessibility and accuracy of website	There is a risk that failing to ensure the continuous accessibility and accuracy of our website could result in significant financial penalties and irreparable harm to our reputation.	Use of site improve - Accessibility audit by the cabinet Office - Training for web authors - Regular audits are carried out by the Digital Services Officer	Low	Digital Services Team Manager	
Gov10	Operational	Governance	Failure to ensure community engagement	There is a risk that the council's failure to meet consultation requirements as per its Duty to Consult, including adherence to the Gunning Principles and consideration for individuals with protected equalities characteristics, could increase the likelihood of a Judicial Review.	Develop a Community Engagement Policy - Use of community engagement toolkit - Common Place?	Medium	AD Communications, Culture and Marketing	R

ID Risk	Risk Type	Directorate	Risk Title	Description	Mitigating Controls	Mitigated Risk Rating	Risk Owner	Risk Owner Comments
Gov11	Operational	Governance	Ensuring we have a robust comms strategy	There is a risk that not having a robust communications strategy and an agile way to respond to issues could result in reputational damage and ineffective crisis management for the council.	Introduce a communications strategy	Low	AD Communications, Culture and Marketing	
Gov12	Operational	Governance	Failure to manage and monitor organisational performance may compromise the Council's reputation	There is a risk that the failure to monitor performance may result in customer complaints, poor service delivery and may compromise the Council's reputation. Need to ensure that organisational performance is monitored internally using a range of leading and lagging performance measures.	Regular reports to SMT+ and Scrutiny Committee - An agreed Performance Management framework - Implementation of a performance and risk management system	Low	AD People and Performance	InPhase performance and risk system is being implemented within the council with a newly developed performance framework that will improve and standardise performance management across the council.
Gov13	Operational	Governance	Failure of councillors to observe their Code of Conduct	There is a risk that councillors failing to understand their Code of Conduct could undermine good behaviour and decision-making processes, ultimately damaging the council's reputation with the public and partners.	Ensuring we have a up to date Code of Conduct in place and reviewing when required. - Standards Committee consideration of Code of Conduct complaints and training. Mitigation Actions: Refresher training on Code of Conduct is required and being developed for our councillors and for town and parish councillors. This will be delivered in 2025/26.	Low	Democratic Services Manager	
Gov14	Operational	Governance	Failure to develop, support and train elected and co-opted councillors	There is a risk that failing to develop, support, and train elected and co-opted councillors could result in councillors being unable to effectively carry out their representative, executive, or regulatory functions, leading to potential legal challenges, financial loss, and damage to the council's reputation.	Training was provided following last election for all councillors. - Committee training is mandatory for councillors of certain committees and councillors are not able to join without having attended the training required. Mitigating Actions: Skills audit of councillors to be completed in 2025/26 - Member development working group - working to approve a member development plan - to be reported to council in Oct 25. Plan deliverables to be actioned and monitored throughout 2025/26 EDI Training, Code of Conduct Refresher required in 25/26.	Medium	Democratic Services Manager	
Gov15	Operational	Governance	Failure to plan and organise meetings in line with statutory requirements	There is a risk that failing to plan and organise meetings in accordance with statutory requirements could result in missing statutory deadlines could impact decision making and	Calendar of meetings for 25/26 and in this timetable for agendas in timeframes, issuing of decisions. More details on holding and cancelling meetings in the updated draft	Low	Democratic Services Manager	

ID Risk	Risk Type	Directorate	Risk Title	Description	Mitigating Controls	Mitigated Risk Rating	Risk Owner	Risk Owner Comments
				democratic process. Additionally, cancelling a meeting unlawfully could pose a significant reputational risk.	constitution. Any meetings that have needed to be cancelled have been done so in a appreciate manner.			
Gov16	Operational	Governance	Risk to elections	There is a risk that failing to adequately resource Elections could result in challenges to the election process, leading to legal challenge and reputational damage for the council.	Ensure that elections are sufficiently resourced Conduct lessons learnt exercise after each election Regular review procedures	Medium	Electoral Services Manager	
Gov17	Operational	Governance	Failure to protect the council's legal interests in non contentious work and/or contentious work.	There is a risk that failing to protect the council's interests through insufficient resources could lead to a failure to provide best advice and actions in a wide range of legal work and in advising committees.	Strong management, appropriate policies and resources are needed to ensure good practices and policies are in place and to ensure that there are sufficient resources in place to enable high quality work to be delivered.	Medium	Principal Solicitor	A recent resignation will need to be resolved and comes on top of an unfilled maternity leave. Increasing work levels mean that careful attention will need to be paid to having appropriate and sufficient legal resources in place for proposed work levels
Gov18	Operational	Governance	Failure to comply with constitutional and legal requirements	There is a risk that failing to update and to comply with constitutional and legal requirements, or failing to implement adequate processes and/or obtain sufficient resources to ensure legislative compliance, could result in significant financial, legal, and reputational losses.	Strong management, appropriate policies and resources are needed to ensure good practices and policies are in place and to ensure that there are sufficient resources in place to enable high quality work to be delivered.	Medium	Principal Solicitor	Internal training was provided on governance procedures and further is timetabled for February and March.
Gov19	Operational	Governance	Failure to meet a specific legal or ethical obligation upon EDDC	There is a risk that the Council failing to meet a specific legal or ethical obligation could cause serious disadvantages to residents, visitors, or local businesses, leaving the Council liable to legal action.	High quality and sufficient resources and management are needed to ensure that high quality work is delivered thus avoiding failure.	Medium	Principal Solicitor	Care will be needed to ensure that resource and work levels do not have an adverse affect on performance
Gov20	Operational	Governance	Failure to ensure that new and existing legislative legal changes are implemented	There is a risk that failing to implement new and existing legislative legal changes within the council could result in non-compliance, leading to financial penalties, legal challenges, and damage to our reputation.	Lawyers keep their work areas under review, have access to good quality professional research material and training and ensure that any changes are reflected in council policies.	Medium	Principal Solicitor	Mitigation controls remain in place. As above care is needed to ensure that resource and work levels do not have an adverse affect of the ability of the lawyers to undertake this aspect of their work
Gov21	Operational	Governance	Failure to process information in accordance with FOI and Data Protection legislation	Volumes of FOI and SAR requests have been steadily increasing over the last few years. Without an increase in resource to respond to the increased volume there is a risk that responses will not be processed within Legislative timeframes which could lead to increases in complaints and in extremist enforcement action from the ICO for breach of legislative response times.	regularly review resource requirements	Low	Information Governance Manager and Data Protection	There is now a permanent Information Governance Manager which will marginally help the situation, however, complaint numbers are increasing month on month and this causes pressure to answer FOIs and SARs within statutory deadlines.
Gov27	Operational	Governance	Governance Regime	A lack of resources in the information governance team and lack of up to date policies as confirmed through recent external audits through the	Develop and review policy and procedures Qualified data protection officer in post Oversight by the Information Governance	Medium	Information Governance Manager and Data Protection	Policies and procedures are a priority item following the internal Audit with a new date of 31/12/2026 for completion.

ID Risk	Risk Type	Directorate	Risk Title	Description	Mitigating Controls	Mitigated Risk Rating	Risk Owner	Risk Owner Comments
				identification of multiple missing or outdated policies, procedures and capabilities. This in turn has resulted in multiple areas of non-compliance across EDDC service areas due to the absence of the mechanism to ensure appropriate actions are conducted. This culminates in increased information risk across multiple delivery areas within East Devon.	Board Regular review of resources			
Gov22	Operational	Governance	Complaints risk	Increased volumes of both corporate and housing based complaints have added significant demand on EDDC complaints staff. There is now a risk that current volumes could result in our inability to process complaints within legislative timeframes and result in increased levels of further complaints and potential enforcement action from the complaints commissioner.	Significant improvement plan in the housing service Regular updates to councillors Learning lessons from complaints Regular review of resources	Medium	Information Governance Manager and Data Protection	Current situation is further impacted by recruitment issues in Housing. Collaboration is key to respond to the situation.
Gov23	Operational	Governance	Licensing service not enforcing effectively	There is a risk that the licensing service not enforcing effectively could lead to licensing breaches, such as disturbances to neighbours caused by after-hours drinking in public houses or unlicensed taxis. This may result in nuisances and health and safety hazards, as well as pose a significant reputational risk for not enforcing regulations properly.	Regular review of enforcement resources Clear guidance to License holders	Low	Licensing Manager	No further update to mitigating controls
Gov24	Operational	Governance	Absence management	There is a risk that high levels of staff absence could impact the efficiency and effectiveness of our services. This could lead to delays in service delivery, reduced quality of services, increased workloads for remaining staff, and potential financial losses due to the need for temporary staffing solutions. Additionally, prolonged or frequent absences may result in reputational damage if service standards decline.	Happy Healthy Here - wellbeing Absence policy to help staff back to work. Absence levels are reviewed regularly and are submitted to Personnel Committee for councillors oversight.	Medium	AD People and Performance	
Gov25	Operational	Governance	Industrial Action	There is a risk that industrial action by staff could be taken linked to national pay award that could disrupt essential services, leading to delays, reduced quality of service, and potential financial losses. This could also impact public trust and confidence in the authority.	We have good employer relations with our trade union locally. We keep updated with the progress of negotiations and do staff comms to ensure they are aware of pay.	Low	AD People and Performance	

ID Risk	Risk Type	Directorate	Risk Title	Description	Mitigating Controls	Mitigated Risk Rating	Risk Owner	Risk Owner Comments
Gov26	Operational	Governance	Impact of LGR on Staff and HR	There is a risk that the Local Government Review (LGR) could negatively impact staff retention if the right information and support are not provided for staff, particularly regarding LGR and the Transfer of Undertakings (Protection of Employment) regulations (TUPE).	As we progress through LG we will be running Change and Resilience training for all staff. - We have a comms approach to ensure staff engagement and understanding which includes drop in sessions with ELT. - Easily accessible information on LGR on our intranet. - Plans for people strategy to be live from Sept which will help staff understand how they can grow and thrive in the organisation to assist retention of our top talent.	Low	AD People and Performance	
H&H1	Operational	Housing & Health	Standard of our homes	There is a risk that the housing team may face challenges in maintaining the standard of homes. Issues such as aging infrastructure, insufficient funding, and resource constraints could lead to deteriorating housing conditions. This could result in non-compliance with safety and quality regulations, impacting the health and well-being of residents. Ensuring adequate resources, regular maintenance, and timely upgrades are essential to uphold the standard of homes and provide safe, comfortable living conditions for the community.	Adoption of stock condition survey data and Savills business plan for the HRA. - Utilise that data for robust investment planning in stock - Prioritisation of decent homes, EPC ratings, and HHSRS and damp and mould intelligence. - Robust management of the IAMC contract - Implementation of new staff structures across property and assets.	Medium	AD Regulated Housing Services	
Fin1	Operational	Finance	Internal Fraud	There is a risk that internal fraudulent activities could lead to significant financial losses, reputational damage, and a loss of public trust. Fraudulent activities may include misappropriation of funds, falsification of records, and unauthorised transactions.	<ul style="list-style-type: none"> Implement robust internal controls, including segregation of duties, regular audits, and fraud detection systems, to prevent and detect fraudulent activities. Provide regular training to employees on fraud awareness, ethical behaviour, and reporting mechanisms. Provide whistleblower protection policy to encourage employees to report suspicious activities without fear of retaliation. Fraud Forum oversight on any allegations of any internal fraud.	Low	Director of Finance	
Fin2	Operational	Finance	External Fraud	There is a risk that fraudulent claims for benefits, council tax discounts, business rates relief and others could lead to significant financial losses, undermines our reputation in protecting the public purse and reduces the availability of resources for funding services. Fraudulent activities may include false claims, misrepresentation of circumstances, and identity theft.	<ul style="list-style-type: none"> Verification Processes: Strengthen verification processes for benefit claims to ensure the accuracy and legitimacy of the information provided. Fraud Detection Systems: Implement advanced fraud detection systems and data analytics to identify and prevent fraudulent claims. Public Awareness Campaigns: Conduct public awareness campaigns to educate residents about the consequences of benefit fraud and encourage reporting of suspicious activities. 	Low	AD Revenues, Benefits, Customer Services, Fraud and Compliance	

ID Risk	Risk Type	Directorate	Risk Title	Description	Mitigating Controls	Mitigated Risk Rating	Risk Owner	Risk Owner Comments
					Fraud Strategy in place and being monitored on an annual basis by A&G committee.			
Fin3	Operational	Finance	Funding of environmental changes such as retro fitting homes.	There is a risk that insufficient funding for environmental changes, such as retrofitting homes, could hinder our ability to meet sustainability targets and improve energy efficiency. This may result in continued high energy consumption, increased carbon emissions, and missed opportunities for cost savings and improved living conditions for residents and missing our Carbon Neutral target of 2040.	<ul style="list-style-type: none"> Grant Applications: Actively seek grants and funding opportunities from government and private sources to support environmental initiatives. Partnerships: Form partnerships with local businesses, non-profits, and community organizations to share resources and expertise. Energy Efficiency Programs: Develop and promote energy efficiency programs to encourage residents to participate in retrofitting initiatives. 	Medium	Director of Finance	
Fin4	Operational	Finance	Reserves depleted.	There is a risk to our ability to replenish the HRA reserves in line with the financial plan which could compromise our ability to respond to unexpected expenses, emergencies, and future financial challenges. This may result in reduced financial flexibility, increased borrowing costs, and potential cuts to essential services.	<ul style="list-style-type: none"> Reserve Management Policy: Establish and adhere to a reserve management policy that sets guidelines for maintaining adequate reserve levels. Regular Monitoring: Regularly monitor reserve levels and financial performance to identify potential issues early. Cost Control Measures: Implement cost control measures to manage expenses and preserve financial reserves. Budget established for replenishment annually. 	Medium	Director of Finance	
Fin5	Operational	Finance	Flooding and Sea Defences Costs.	There is a risk that the costs associated with managing flooding and maintaining sea defences could exceed our budget, leading to financial strain and potential underfunding of other critical services. This may result in inadequate flood protection, increased damage to infrastructure, and heightened vulnerability of communities to flood events.	<ul style="list-style-type: none"> Risk Assessment: Conduct regular risk assessments to identify vulnerable areas and prioritize investments in flood protection. Funding Allocation: Allocate sufficient funding for flood management and sea defence projects to ensure adequate protection. Community Engagement: Engage with the community to raise awareness of flood risks and promote preparedness measures. Maximise external funding towards key projects. 	Medium	Director of Finance	
Fin6	Operational	Finance	Financial Implications of Changes to Recycling and Waste Legislation.	There is a risk that changes to recycling and waste legislation could lead to increased operational costs. These changes may require significant investments in new infrastructure, technology, and compliance measures, potentially straining the local authority's budget and impacting other services.	<ul style="list-style-type: none"> Compliance Planning: Develop a compliance plan to address changes in recycling and waste legislation and ensure timely implementation. Cost-Benefit Analysis: Conduct cost-benefit analyses to evaluate the financial impact of legislative changes and identify cost-effective solutions. Stakeholder Collaboration: Collaborate with stakeholders, including waste management companies and regulatory agencies, to share best practices and 	Medium	Director of Finance	

ID Risk	Risk Type	Directorate	Risk Title	Description	Mitigating Controls	Mitigated Risk Rating	Risk Owner	Risk Owner Comments
					resources. Lobbying Government for sufficient funding.			
Fin7	Operational	Finance	Skilled staff	There is a risk that the finance team within the council may not have enough skilled staff to effectively support its operations and service delivery. This shortage could lead to increased workloads for existing team councillors, reduced efficiency, and potential delays in financial reporting and project completion.	<ul style="list-style-type: none"> Recruitment and Retention: Implement strategies to attract and retain skilled staff, such as competitive compensation packages, career development opportunities, and a positive work environment. Training and Development: Provide ongoing training and development programs to enhance the skills and capabilities of existing staff. Workload Management: Monitor workloads and allocate resources effectively to prevent burnout and ensure efficient operations. Use of external resources to support the team.	Medium	Corporate Lead - Finance	
Fin8 TO BE DELETED	Operational	Finance	Delivery of the new finance system	There is a risk that we may not have the necessary resources to deliver a new finance system. This lack of resources could result in delays, increased costs, and potential disruptions to financial operations. Without adequate support, the team might struggle to implement and integrate the new system effectively, impacting their ability to manage budgets, conduct accurate financial reporting, and maintain overall financial stability. Ensuring sufficient resources are allocated is crucial for the successful deployment of a new finance system and the continued efficiency of the finance team.	<ul style="list-style-type: none"> Resource Allocation: Ensure adequate resources, including budget, personnel, and technology, are allocated for the successful implementation of the new finance system. Project Management: Implement strong project management practices to oversee the system's development, testing, and deployment. Stakeholder Involvement: Involve key stakeholders in the planning and implementation process to ensure their needs and concerns are addressed. 	Low	Corporate Lead - Finance	-
Fin9	Operational	Finance	Compliance with the DWP Memorandum of Understanding	There is a risk that if we do not comply with the DWP MoU could result in the DWP removing access to their data shared with us as a local authority. This would impact the ability of different services across the council to carry out their statutory functions.	<ul style="list-style-type: none"> Compliance Monitoring: Establish a compliance monitoring system to ensure adherence to the DWP MoU requirements. Training and Awareness: Provide training and awareness programs for staff on the importance of compliance and the potential consequences of non-compliance. Regular Audits: Conduct regular audits to identify and address any compliance gaps. Implementing an action plan to address any compliance gaps, this is overseen by the Information Governance Board.	Medium	AD Revenues, Benefits, Customer Services, Fraud and Compliance	

ID Risk	Risk Type	Directorate	Risk Title	Description	Mitigating Controls	Mitigated Risk Rating	Risk Owner	Risk Owner Comments
Fin10	Operational	Finance	Failure to monitor budgets	Failure to keep the Council's spending within approved budgets and resources available to it could lead to financial and reputational issues.	<ul style="list-style-type: none"> • Budget Monitoring Systems: Implement robust budget monitoring systems to track spending and ensure alignment with approved budgets. • Regular Reporting: Provide regular financial reports to stakeholders to support informed decision-making and accountability. • Corrective Actions: Develop and implement corrective actions to address budget variances and prevent financial mismanagement. 	Medium	Director of Finance	
Fin11	Operational	Finance	Failure to ensure that new legislative payroll changes are implemented	There is a risk that failing to implement new and existing legislative payroll changes could result in non-compliance, leading to financial penalties, legal challenges, and damage to the council's reputation."	<ul style="list-style-type: none"> • Changes in statutory legislation are added by Midland the software owners. This is regularly reviewed and updated by them. - Payroll team also keep up to date with legislative payroll changes and ensure implementation. 	Low	Corporate Lead - Finance	
Fin12	Operational	Finance	Failure to implement pensions auto enrolment statutory requirements	There is a risk that failing to implement pensions auto enrolment statutory requirements and other statutory changes affecting the Local Government Pension Scheme for all payrolls operated by us could result in non-compliance, leading to financial penalties, legal challenges, and damage to the council's reputation.	<p>Pension auto enrol is set for all new employees.</p> <ul style="list-style-type: none"> - All staff are re-enrolled every 3 years. - Monthly reports are produced showing all staff not enrolled. 	Low	Corporate Lead - Finance	
Fin13	Operational	Finance	Failure of the payroll system	Risk that the current payroll system becomes not supported and if a new system is required	<p>Working with Strata to be informed of new or system changes.</p> <ul style="list-style-type: none"> - Understand impact of possible system change. 	Low	Corporate Lead - Finance	
Fin14	Operational	Finance	Payroll staff resource	There is a risk to staffing resilience and single points of failure of expert staff within the payroll team.	<p>Additional staffing resource in the team</p> <ul style="list-style-type: none"> - Knowledge sharing of staff within the team. - Exploring cross authority support within payroll knowledge. 	Low	Corporate Lead - Finance	

ID Risk	Risk Type	Directorate	Risk Title	Description	Mitigating Controls	Mitigated Risk Rating	Risk Owner	Risk Owner Comments
H&H2	Operational	Housing & Health	Compliance with statutory or regulatory standards in housing management	There is a risk the failure to meet statutory or regulatory standards in housing management and maintenance can lead to significant legal, financial, and reputational consequences for the housing team. This includes substantial fines and penalties, increased risk of litigation, costly remedial actions, potential loss of government funding, erosion of public trust, negative media coverage, disruption of housing services, decreased staff morale, and serious health and safety risks for tenants.	<p>Self assessment against regulatory standards and robust management of the resulting action plan.</p> <ul style="list-style-type: none"> - Over hall of all housing policy and procedure to ensure compliance with statutory and regulatory obligations. - Increased investment and standards in stock service provision. - Increased oversight and accountability through revised reporting and scrutiny to ELT, HRB and involved tenants . <p>Mitigating Actions: Recruitment into key asset management roles. Awaiting outcome of RSH Inspection Judgement- July 2025 Create and agree with RSH an action plan as a result of findings- October 2025 Roll out of training across the organisation on new housing consumer standards- March 2026</p>	Low	AD Regulated Housing Services	
H&H3	Operational	Housing & Health	Mismanagement and Underinvestment in Housing Stock	There is a risk that the mismanagement and underinvestment in housing stock can lead to significant operational, financial, and reputational risks for the housing team. These risks include deteriorating housing conditions, increased maintenance costs, tenant dissatisfaction, legal liabilities, and potential loss of funding. Poor management and insufficient investment can result in the rapid deterioration of housing stock, leading to unsafe living conditions and service disruptions. Deferred maintenance and lack of investment can escalate long-term costs, while failure to maintain housing standards can result in the loss of government funding or grants. Additionally, mismanagement and underinvestment can erode public trust, attract negative media attention, and increase the risk of legal penalties and litigation due to non-compliance with statutory and regulatory standards.	<p>Strategic Business strategy with a 30 year business model reviewed annually.</p> <ul style="list-style-type: none"> - Delivery of a planned maintenance programme. 	Medium	AD Programme, Development & Investment	

ID Risk	Risk Type	Directorate	Risk Title	Description	Mitigating Controls	Mitigated Risk Rating	Risk Owner	Risk Owner Comments
H&H4	Operational	Housing & Health	Prolonged Voids Process Due to Poor Repair Conditions	There is a risk that the prolonged voids process, caused by housing units being in poor repair, poses significant operational, financial, and reputational risks for the housing team. These risks include extended vacancy periods, increased repair costs, loss of rental income, and tenant dissatisfaction. Poor repair conditions can delay the turnaround time for making units habitable, leading to prolonged vacancies and financial losses.	Review and internal audit of void processes and delivery. - Dedicated resource within Property and Assets to oversee voids. - Oversight and scrutiny of performance via SLT, ELT and HRB. - Increased investment in stock will over time reduce void works. - Revised pre void processes to ensure tenants are aware of their own repair obligations, supporting more robust tenant recharge processes. - Implementation of new disposals policy, allowing us to dispose of non viable stock.	Low	AD Regulated Housing Services	We are seeing huge reductions in void turn around times already, which demonstrates the likely reduction in the likelihood of this risk.
H&H5	Operational	Housing & Health	Monitoring of effectiveness of the new Housing Disposal Programme	New disposal policy agreed in 24/25, first proposals are being drawn together in line with policy and recommendations coming to ELT for disposal of key sites. It is advised that this process be monitored for effectiveness for the first year of the policy.	Policy now in place, need to monitor the progress / impact of the policy	Low	AD Programme, Development & Investment	
H&H6	Operational	Housing & Health	Climate Change and Housing Stock Emissions	There is a risk that climate change poses significant risks to the housing team, particularly due to the high emissions from housing stock, which account for 50% of the total emissions. The financial challenges of addressing these emissions can lead to increased operational costs, regulatory penalties, and reputational damage. Without adequate funding and strategic planning, the housing team may struggle to implement necessary upgrades and improvements to reduce emissions, impacting sustainability goals and compliance with environmental regulations.	Decarbonisation will be part of our general housing stock improvements. - Assets management strategy will include carbon reduction targets. These will be monitored regularly.	Low	AD Programme, Development & Investment	
H&H7	Operational	Housing & Health	Impact of Funding Cuts to Partner Agencies	There is a risk that funding cuts to partner agencies pose significant operational, financial, and social risks for the housing team. These cuts can reduce the capacity of partner agencies to provide essential support services to residents, leading to increased pressure on the housing team and diminished overall service quality. The shrinking capability of all agencies can result in gaps in service provision, negatively affecting tenant well-being and community stability.	Ensuring true value for money in our internal allocation of funds to provide contingency within the housing service to make sure, at the least, we are able to sign post tenants who are in need. - Publicly supporting our partners and local initiatives, and using our position as an authority to advocate and lobby on behalf of our partners and tenants. - Continuing to financially support partners and agencies who provide high levels of social value and return on investment for our tenants.	Medium	AD Statutory Housing Services	

ID Risk	Risk Type	Directorate	Risk Title	Description	Mitigating Controls	Mitigated Risk Rating	Risk Owner	Risk Owner Comments
H&H8	Operational	Housing & Health	Insufficient Funding for Housing Teams	There is a risk that insufficient funding poses significant operational, financial, and reputational risks for housing teams. Adequate funding is essential for maintaining housing stock, providing tenant services, and ensuring compliance with regulatory standards. Without sufficient financial resources, housing teams may struggle to meet their obligations, leading to deteriorating housing conditions, reduced service quality, and potential legal liabilities.	Adoption of Savills business plan for the HRA. - Rationalisation of our housing stock through the disposals policy. - Reduction in revenue spend across the HRA (2.5%) per annum. - Increase revenues streams through a review of our service charges, reduction in void loss, and maximising income from all housing assets (including garages and community centres). - Improved financial controls through increased scrutiny and monitoring of the HRA budget.	Medium	AD Regulated Housing Services	
H&H9	Operational	Housing & Health	Public Demands, Complaints, and Disrepair Communication	There is a risk to our ability to effectively manage public demands, complaints, and communication regarding disrepair poses significant operational, financial, and reputational risks for the housing team. Failure to address tenant complaints promptly and transparently can lead to increased dissatisfaction, legal liabilities, and damage to the housing team's reputation. Persistent issues with disrepair and poor communication can exacerbate these risks, resulting in heightened scrutiny from regulatory bodies and loss of public trust.	Review complaints procedure. - Creation of improvement action plan and swift actions. - Recruitment of dedicated resource to manage complaints. - Refresh of disrepair policy and process. - Commitment to improving early intervention for repairs and customer dissatisfaction to reduce complaint numbers.	Medium	AD Regulated Housing Services	
H&H10	Operational	Housing & Health	A major homelessness incident	There is a risk that a major homeless incident caused through fire, flood or some other major incident that stretches our resources and ability to house a large number of homeless households at one time.	Training for an emergency. - Out of hours contact. - Emergency and Rest Centre Plan. - Partnership with Devon County Council.	Medium	AD Statutory Housing Services	There are very little controls that we can put in place to prevent this kind of event. We do have processes and procedures in place to help support homelessness including following a major event.
H&H11	Operational	Housing & Health	Failure to achieve Housing Strategy targets	There is a risk of the Housing Strategy not being 'fit for purpose' and/or targets and actions contained within the action plan are not delivered, damaging our reputation and the housing opportunities for residents.	Draft Housing strategy been through consultation but now awaiting the National Housing Strategy due to be published in late 2025 to ensure consistency with national requirements. - The strategy will contain an action plan to be monitored regularly.	Medium	AD Statutory Housing Services	
H&H12	Operational	Housing & Health	Failure to provide accurate or helpful housing / homelessness advice	There is a risk that erroneous or incorrect housing advice given which could result in a tenant or owners losing their home and/or the Council failing to fulfil its legal duties. This	Trained staff in place to give advice and support. - Policy and process to ensure advice is consistent.	Low	AD Statutory Housing Services	

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				could result in adverse publicity and/or legal action, or an Ombudsman complaint upheld against us.				
H&H13	Operational	Housing & Health	Maintain a Housing Register	There is a risk that we could fail to comply with the legislation and guidance in respect of access to housing through a Housing Register.	Part of Devon Home Choice housing register system. - Trained staff in place to give advice and support. - Policy and process to ensure advice is consistent. - Review of banding work currently underway.	Low	AD Statutory Housing Services	
H&H14	Operational	Housing & Health	Right to Buy	There is a risk that the right to Buy sales differ from the predictions in the HRA Business Plan causing financial implications on the HRA budget.	Right to buy policy is part of national policy. - We can impose restrictions on some properties where possible and appropriate.	Low	AD Programme, Development & Investment	
H&H15	Operational	Housing & Health	Failure of Responsive Repairs contractor	There is a risk of failure of performance under the Partnering Agreement by our responsive repair contractor leading to an inability to perform day to day repairs to tenants homes.	Regular contract monitoring and review. - Removing single points of failure in the supply chain. - Regular assessment of the liquidity and viability of key contracting partners.	Low	AD Regulated Housing Services	
H&H16	Operational	Housing & Health	Loans taken out for self-financing	There is a risk of our ability to repay debt on loans taken out under the self-financing regime introduced by the Localism Act causing financial issues for the HRA budget.	Implementation and the monitoring and review of the Housing Efficiency Plan.	Medium	AD Programme, Development & Investment	
H&H17	Operational	Housing & Health	Home Safeguard system failure	There is a risk that an IT failure would result in the Council being unable to receive emergency calls from clients with Home Safeguard alarm equipment installed in their homes. This could result in emergency calls remaining unanswered and the worst case scenario of a death of an elderly or vulnerable client.	Homesafeguard phone lines are separate from the corporate lines and there is a back up system in place if they fail.	Medium	AD Statutory Housing Services	
H&H18	Operational	Housing & Health	Lone working - Housing Service	There is a risk that we fail to protect staff who are lone working in the community leading to injury to our staff.		Medium	AD Regulated Housing Services	
H&H19	Operational	Housing & Health	Loss of rental income	There is a risk that significant loss or non collection of rental income will have a major impact on the Housing Revenue Account and our ability to deliver housing services to our tenants.		Low	AD Programme, Development & Investment	
H&H20	Operational	Housing & Health	New-Build Council Homes	There is a risk of potential abortive costs, cost overruns, failure to obtain planning permission and loss of grant		Medium	AD Programme, Development & Investment	

ID Risk	Risk Type	Directorate	Risk Title	Description	Mitigating Controls	Mitigated Risk Rating	Risk Owner	Risk Owner Comments
				funding associated with being a developer of council homes.				
H&H27	Operational	Housing & Health	Homelessness prevention grant	There is a risk that the changes to the formula for the homelessness prevention grant may result in a reduction of funds allocated to our district. This reduction could adversely affect our ability to deliver services supporting homelessness prevention.	Understand final grant out come. Review service provision.	Medium	AD Statutory Housing Services	
H&H28	Operational	Housing & Health	Hotel	Hotel		Medium	AD Statutory Housing Services	
H&H29	Operational	Housing & Health	Reputation and resettlement	Reputation and resettlement		#N/A	AD Statutory Housing Services	
H&H30	Operational	Housing & Health	Decant of residents at Lyborne House	There is a significant risk that Lyborne House is no longer appropriate accommodation for residents. Due to health and safety concerns, it is proper that we look to move residents out to ensure their well-being and compliance with safety regulations.	Work is ongoing to move residents out of the building.	Medium	AD Programme, Development & Investment	
H&H31	Operational	Housing & Health	Disposal of Lyborne House	There is a significant risk associated with the sale and disposal of Lyborne House, due to the condition of the building and the restrictions on it as a grade 2 listed building limiting the potential buyers. This could result in prolonged vacancy.		Medium	AD Programme, Development & Investment	
H&H32	Operational	Housing & Health	Corporate health & safety system	There is a concern that the corporate Health and Safety system may not be adequate and requires replacement. This risk is heightened due to the limited resources of the Corporate Safety team in delivering this and the Corporate Safety Action plan.	Procure a new system - 2025/26 Implementation of the new system - Plan for implementation 2025/26 Training and experienced staff and ad hoc system in place until the new system is in place, however there is no corporate overview of this until the new system is in place. Need to ensure we have adequate staff resourcing in place to deliver this.	Medium	AD Environmental Health	
H&H33	Operational	Housing & Health	Lone working system	There is a risk that the lone working system not effective and so not providing the support and assurance needed for staff working alone.	Procure a new system - 2025/26 Implementation of the new system - Plan for implementation 2025/26 Current system is still working and managers are expected to carry out appropriate checks and risk assessments.	Medium	Director Housing & Health	
H&H34	Operational	Housing & Health	Impact of the renters reform bill	There is a risk that the requirements of the Renters Reform Bill may result in additional workload and an increased focus on community penalty notices for landlords. It is essential to comprehend the implementation of	Keeping up to date with the legislation as it progresses. Oct 2025 - Look at the potential of using apprentices to deliver this work.	Medium	AD Regulated Housing Services	

ID Risk	Risk Type	Directorate	Risk Title	Description	Mitigating Controls	Mitigated Risk Rating	Risk Owner	Risk Owner Comments
				this service and the associated implications for inspections, resourcing, and funding.				
Pla1	Operational	Place	Insufficient Human and Financial Resources	There is a risk that the directorate faces a shortage of both human and financial resources. This shortage poses a risk to the effective delivery of essential services and the achievement of strategic objectives.	Proposed Talent Management Strategy to address professional planning and surveying roles within Planning Team. -Service level reviews being undertaken as required to ensure adequate resources are in place. Reviewing resource requirements against expectations (StreetScience and InPhase will help provide a picture of demand vs resource).	Medium	Director of Place	
Pla2	Operational	Place	Stakeholders' expectations on our services	There is a risk that stakeholders may have high expectations of our services, which, if unmet, could lead to dissatisfaction and negatively impact our reputation. Additionally, there is a risk that negative public perception could harm our reputation and erode stakeholder trust.	Actions taken to manage expectations, through communications with customers. Managing communications on controversial decisions to communities to aid understanding. Resource effectively or manage the messaging about the service we can provide.	Low	Director of Place	
Pla3	Operational	Place	Ambiguity in prioritisation	There is a risk of political ambiguity around prioritisation that could impact the stability and direction of our projects and initiatives.	A prioritisation review has been undertaken considering impact of LGR - projects to fast track, slow or stop. Broader review of demand needed to capture increases in BAU, corporate work and projects.	Medium	Director of Place	
Pla4	Operational	Place	Growing demand from legislation and our communities	There is a risk that increasing demands from new legislation and community needs, along with a growing population, could strain our resources and capabilities, potentially impacting our ability to deliver high-quality services and meet community expectations.	Ensure service planning accounts for ongoing rapid population growth in the district. Comment on proposed changes to legislation and flag any concerns to help influence legislators before we are impacted. Early understanding of changes and highlight the impacts of changes to senior management for resource implications.	Medium	Director of Place	
Pla5	Operational	Place	Political instability arising from devolution and LGR both nationally and locally	There is a risk that political instability at both national and local levels could disrupt our service delivery and strategic plans.	Develop proposals for LGR. Engage with key stakeholders and partners. Ensure clear communication with staff.	Medium	Director of Place	
Pla6	Operational	Place	Climate change outcomes increasing service demand	There is a risk that the effects of climate change could lead to increased demand for our services, putting additional pressure on our resources.	To review resource requirements and adjust appropriately or explain limitation of service provision.	Low	Director of Place	

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Pla8	Operational	Place	Health and Safety at work	There is a risk that health and safety issues in the workplace could lead to accidents, injuries, and legal liabilities.	A review is being led by Director Housing & Health as to how health & safety is managed across our premises occupied by staff and / or with visitors. Ongoing risk assessments and operating procedures are in place.	Medium	Director of Place	
Pla9	Operational	Place	Economic shocks to the local economy	There is a risk that economic shocks could negatively impact the local economy, affecting our funding and operations.	Redundancy support with partners. Ongoing delivery of the Economic Development Strategy. Deployment of funding.	Low	Director of Place	
Pla10	Operational	Place	External partner failure and contractor failure	There is a risk that failure of external partners could disrupt our projects and service delivery.	Ongoing contract management.	Medium	Director of Place	
Pla11	Operational	Place	Asset failure, health, and safety of our buildings	There is a risk that asset failures and health and safety such as fire hazard issues in our buildings could lead to operational disruptions and legal liabilities.	Business Continuity Plan for BDH being updated by 30th June 2025 - a SWAP audit recommendation - More widely this links into the review being led by Director Housing & Health. Regularly reviewed by SWAP and no significant issues identified currently.	Medium	AD Place, Assets & Leisure	
Pla12	Operational	Place	Contractual relationship with LED	There is a risk that the failure of our contractual relationship with LED Leisure through budget, legal, or reputational issues would bring significant service delivery issues for our leisure provision.	Leisure Management Review currently under way with reports on way forward being presented to Cabinet in July 2025. - Sitting alongside this review is additional scrutiny over subsidy level and a current audit being undertaken by external financial auditors. - We also now have a dedicated Senior Leisure Officer who clients the contract and we have formal minuted monthly operational client meetings along with an action log. Maintenance client meetings sit alongside and are bi-monthly. With new dedicated Officer, we also have strengthened relationships with neighbouring authorities and their leisure operations.	Medium	AD Place, Assets & Leisure	
Pla13	Operational	Place	Arboriculture professional liability for dangerous trees	There is a risk that inadequate tree inspections could cause safety hazards and legal issues. Granting a Tree Preservation Order (TPO) to a dangerous tree might allow the landowner to cite the Council to mitigate their responsibility. Additionally, neglecting Council-owned trees on our green spaces could lead to accidents or incidents, for which we would be held accountable.	Professional staff available to ensure effective advice to landowners is given on all occasions. - Software is updated with relevant data to create an electronic record of TPO's, including photographs and additional comments relating to the health of the tree and any future work / protection required - Continuous training in skills, new legislation, health and safety and first aid, especially to staff and volunteers working on our Nature Reserves - Separate Health and Safety Risk Assessments have been documented and	Low	AD Countryside, Environment and Ecology	BAU. The risk identified is integrated into the day to day work of the Arboricultural team as they continually assess the health and condition of trees across the district. Action will be taken if there is a risk to life and property for any TPO on a tree.

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					implemented on site. Job descriptions have been updated with the requirement to complete risk assessments and risks. Continuous inspection of council owned trees as part of Streetscene work.			
Pla14	Operational	Place	Safety of countryside staff using dangerous equipment	There is a risk that the safety of staff using dangerous equipment off-site, on nature reserves, and other countryside land could be compromised, potentially leading to accidents or incidents that the council would be responsible for.	Continuous training in skills, new legislation, health and safety and first aid. - Separate health and safety risk assessments are completed for all nature reserves. - Mobile phone remote worker app is now in use	Low	AD Countryside, Environment and Ecology	BAU. The risks presented are part of the regular work programmes carried out by the Countryside team on our Local Nature Reserves. There is a programme of training/refresher training in place for all staff to ensure awareness and correct processes and procedures are in place (and reviewed).
Pla15	Operational	Place	Incorrect decisions on contaminated land	There is a risk that failing to correctly address areas of contaminated land could endanger residents' health and expose the Council to litigation and financial claims.	Consultation with contaminated land officer. Ensure appropriate conditions attached to planning applications.	Low	AD Strategic Planning & Development Management	
Pla16	Operational	Place	Ensuring legal procedures are correctly followed	There is a risk that poor legal procedure could lead to wasted resources, unintended outcomes and risk of litigation	Ensure appropriate training and monitoring.	Medium	AD Strategic Planning & Development Management	
Pla17	Operational	Place	Ambitions for economic growth in the Council Plan are not met	There is a risk that the ambitions for economic growth outlined in the Council Plan may not be met, potentially resulting in missed opportunities for development, reduced public and business confidence, and potential reputational damage to the council.	Implementation of the Economic Development Strategy - Strategy in place and Annual monitoring of strategy - Working & Effective - Development management service that supports economic growth in its decision making. - Annual employment land monitoring report produced. - Working & Effective - Implementation of the economic policies in the local plan. - Working & Effective - Annual employment land monitoring report produced. - Working & Effective	Medium	AD Strategic Planning & Development Management	

ID Risk	Risk Type	Directorate	Risk Title	Description	Mitigating Controls	Mitigated Risk Rating	Risk Owner	Risk Owner Comments
Pla18	Operational	Place	Failure to successfully deliver major projects, key regeneration and property development	There is a risk that failing to successfully deliver major projects, key regeneration, and property development could lead to financial and reputational loss, legal challenges, and non-delivery of the projects and their positive outcomes.	Stronger project and programme management arrangements now in place following changes to staffing structure and lines of accountability. Enhanced work around managing expectations of others.	Low	AD Place, Assets & Leisure	
Pla19	Operational	Place	Failure to ensure required standards of construction and safety within the District.	There is a risk that failing to ensure adequate standards of construction could result in a range of scenarios, from a loss of public confidence and a downturn in service provision to the injury or death.	Introduce & maintain Quality Management System and registration under BS ISO 9001:2008 - Working & Effective - Maintain formal dangerous structures & demolition 'out of hours' cover - Working & Effective - Professional competency of our surveyors to deal with these issues. - Working & Effective - Trying to increase our market share of the building control service so that we can ensure that standards are met over more development. Currently at 65% of the market share of this work. - Working & Effective	Medium	AD Strategic Planning & Development Management	
Pla20	Operational	Place	Loss of building control fee income to "Approved Inspectors"	There is a risk of income loss due to various circumstances, including losing business to the private sector and the impact of 'Approved Inspectors' operating in the area.	Professional competency of our surveyors to deal with these issues. - Working & Effective - Trying to increase our market share of the building control service so that we can ensure that standards are met over more development. Currently at 65% of the market share of this work. - Working & Effective	Medium	AD Strategic Planning & Development Management	
Pla21	Operational	Place	Failure of correct procedures and practices causing challenges to decisions.	There is a risk that incorrect planning decisions and not following planning guidelines could lead to legal challenges, project delays, increased costs, and potential reputational damage to the council.	Regular review of procedures and practices through team sessions - Working & Effective Planning Committee have regular and up to date training on correct procedures - Working & Effective	Medium	AD Strategic Planning & Development Management	Currently dealing with a pre-action protocol letter.
Pla22	Operational	Place	Failure to ensure we have a 5 year Housing land supply.	There is a risk that the absence of a five-year land supply could significantly impact meeting housing needs, maintaining sustainable development, and ensuring community stability. Without sufficient land supply, there are likely to be	Regular monitoring and reporting of housing delivery - Working & Effective -Staff making regular contact with developers of major housing schemes re progress and help to unlock and deliver issues. - Working & Effective -Progressing the local plan - Working & Effective	High	AD Strategic Planning & Development Management	Government changes to housing requirements have significantly worsened our housing land supply position.

ID Risk	Risk Type	Directorate	Risk Title	Description	Mitigating Controls	Mitigated Risk Rating	Risk Owner	Risk Owner Comments
				adverse economic, social, and environmental consequences.				
Pla23	Operational	Place	Insufficient SANG's land is delivered within 10km of the Exe Estuary and Pebblebed Heaths	There is a risk that insufficient SANG's land is delivered to adequately mitigate the impacts of development within 10km of the Exe Estuary and Pebblebed Heaths such that development could no longer be permitted within this zone.	The habitats mitigation board between the 3 local authorities involved that makes key decisions and reports regularly to Cabinet and Council - Regular monitoring and review of the impact of the habitation strategy	Medium	AD Countryside, Environment and Ecology	Council has adopted the SANGs Delivery Strategy that has identified the specific requirement for SANGs provision against Local Plan allocations of development as well as the mechanism for funding their delivery. The oversight of this is BAU for the GI and Habs Regs teams and to provide business cases and reports to SPC and Cabinet to ensure the allocation of SANGs is both agreed and funded (as set against the SANGs Delivery Strategy)
Pla24	Operational	Place	Lack of funding to enable the delivery of required infrastructure	There is a risk that a lack of sufficient income from the Community Infrastructure Levy could result in a lack of funding needed to deliver the required infrastructure, which may hold up development projects.	Funding from other sources will need to be found to supplement income from CIL to enable the delivery of infrastructure required to support development. - A review of the CIL charging schedule is planned to ensure that income from CIL is maximised.	High	AD Strategic Planning & Development Management	A review of CIL is needed but ultimately CIL will never be sufficient to fund the necessary infrastructure and we need to ensure that we do all we can to attract government and other funding for infrastructure projects.
Pla25	Operational	Place	Perceived reputation of Development Management	There is a risk that the reputation of the planning service within the local community could significantly influence the level of demand for its services. Negative perceptions or misunderstandings about the service could lead to an increase in preventable demand, placing additional strain on resources and affecting the overall effectiveness of planning initiatives.	Formal Complaint System - Performance Management with real time data - Team management of cases	Medium	AD Strategic Planning & Development Management	The number of complaints has been high recently with local plan work progressing and a number of controversial applications coming through. Our systems and processes are robust but there will always be those that disagree with our decisions and this comprises the majority of our complaints.
Pla26	Operational	Place	Planning Service performance against government targets	There is a risk of the Planning Service being found as underperforming against government performance targets and being placed in special measures.	Performance management with real time data - Team management of cases - Regular review of processes and procedures through systems thinking. - Ensure that were targets can not be meet we have an extension of time agreement with the developer.	Medium	AD Strategic Planning & Development Management	Performance had dipped to close to the government minimum requirements due to staff shortages but it now improving and is somewhat above the threshold again albeit with plenty of room for further improvement.
Pla27	Operational	Place	Progressing the local plan	Failure to progress the new local plan in accordance with the transitional arrangements in the new national planning framework. If we don't meet this then our housing requirements figure increases by 25%.	Have an up to date local development scheme - Working & Effective - Project management of evidence work - Working & Effective	Medium	AD Strategic Planning & Development Management	Although the timetable has slipped and we are now looking to a Autumn second REg 19 consultation on the Local Plan and New Community work this will still enable submission under the transitional arrangements.

ID Risk	Risk Type	Directorate	Risk Title	Description	Mitigating Controls	Mitigated Risk Rating	Risk Owner	Risk Owner Comments
Pla28	Operational	Place	Safety of employees on site visits	There is a risk that the safety of employees and/or others could be jeopardised by a number of different variables, including working on dangerous construction sites, working in isolated properties and working 'out of hours'.	Ensure adequate training is available and taken up. Construction Skills Certification Scheme. (Health & Safety) Training is planned for future. - Improve mobile communications and ensure management responsibilities are maintained when staff are doing lone working. Management procedures in place for contact with staff who are working out of the office. - Ensure adequate insurance cover is maintained for all staff councillors and councillors of the public	Medium	Director of Place	
Pla29	Operational	Place	Risk to neighbourhood planning work	There is a risk in neighbourhood planning due to insufficient funding and resources. These limitations can hinder the effective development and implementation of plans designed to improve local communities, impacting everything from housing and infrastructure to social cohesion and environmental sustainability.	Insuring bids are submitted for Government Funding to support this work. - Dedicating staff and resources to provide appropriate assistance	Medium	AD Strategic Planning & Development Management	We are reliant on the government continuing to resource this work and our communities continuing to progress neighbourhood plans in order to deliver this service. With funding cuts coming there is a significant risk that this could be withdrawn and this work would need to be funded through alternative means.
Pla30	Operational	Place	Failure of infrastructure, cliff or coastal defence	There is a risk of infrastructure failure, particularly in coastal areas where cliffs and coastal defences play a critical role in protecting communities and assets. The implications of such failures can be severe, leading to property damage, disruption of essential services, economic loss, environmental degradation, and endangering lives.	Digitally map and survey assets to establish their state of repair. - Conduct regular inspections in accordance with the asset inspection protocol and cliff fall protocol. - Annual cliff inspections and associated safety works are undertaken. - Effective and working capital repairs programme.	Medium	AD Streetscene	Defect inspections for Streetscene managed assets are in place and effective. Capital schemes and repair works are scheduled to ensure h&s repairs are addressed.
Pla31	Operational	Place	Failure to ensure adequate sea defences and flood alleviation schemes	There is a risk that the failure of Council-owned sea defences and flood alleviation schemes resulting in flood damage to property and risk to life and limb. Also, failure to develop newly identified sea defences and flood alleviation schemes due to them not meeting nationally assessed requirements to attract funding.	Effective Beach management plans that are updated and reviewed every five years. - Regular monitoring and inspection of flood alleviation schemes is carried out on a monthly basis to ensure that the structures are functioning as intended. Selected sites are inspected prior to predicted bad weather, over and above the monthly inspections. - Ad-hoc visual monitoring is taking place on Council-owned sea defences, and scheduled annual inspections. Plymouth Coastal Observatory (PCO) carry out level surveys of our beaches twice a year and post storm. this allows us to monitor the level of shingle/sand protection to our coastal defences. - Where coastal defences and flood alleviation problems/issues have been	Medium	AD Streetscene	Surveys are undertaken on a scheduled basis, and ad-hoc following storms. Recent storm damage from Storm Chandra has been surveyed and repairs are being costed and scheduled. Exmouth BMP has been updated and adopted, Budleigh BMP is being produced. Sidmouth BMS has gone out to tender.

ID Risk	Risk Type	Directorate	Risk Title	Description	Mitigating Controls	Mitigated Risk Rating	Risk Owner	Risk Owner Comments
					<p>identified and it is evident that life and property may be at risk a bid is submitted to DEFRA for funding to facilitate new schemes. The DEFRA funding does not cover 100% scheme costs and so funding is required from EDDC and partners. This may include Local Levy applications or contributions from developers.</p> <p>- Where there are signs of failure to the Council-owned coastal defences and flood alleviation schemes a bid is submitted to DEFRA for funding to facilitate the repairs. This bid is done in partnership. New changes in the Defra funding process will mean that it is unlikely projects will be funded 100% in the future. Therefore we will have to find new funding streams and partners to take up the short fall.</p> <p>-Minor failures to coastal defences and flood alleviation schemes are carried out using current revenue funds.</p> <p>- Working with Planning to review new CCMA predictions of reasonable worst case scenario coastal erosion areas, to assist with future planning decisions and start working on how we can support at risk communities.</p> <p>We will work with Planning colleagues to provide the technical engineering input into the formation of policies and approaches to support at risk coastal areas.</p> <p>- Keeping abreast of national guidance or requirements and interpreting impact for local schemes.</p>			
Pla32	Operational	Place	Market forces affecting price per tonne for recycle, reducing income.	There is a risk that global market forces, such as economic downturns, pandemics, saturated markets due to shopping habits, restrictions like the China Sword ban on imports, changes in government policies, and supply and demand fluctuations, could reduce the price per tonne for recycle, impacting our income.	<p>Monitor the prices received for our recycle and work to get best deals.</p> <p>- Curb side sorting of recycle to maximise their value</p> <p>- Design our system and resident interactions around quality, to drive the best materials for re-sale, which in turn hopefully attract the best prices.</p> <p>- Through various representative groups such as LARAC (Local Authority Recycling Advisory Committee) and WRAP as well as working with our collection partners Suez, keep abreast of latest industry trends and technology and monitor anticipated changes and impacts from new government legislation such as the Resource Strategy. Make suggested changes to our system through the Recycling & Waste Partnership Board to</p>	Medium	AD Streetscene	Effective and regular budget tracking on materials sales and forecasting is in place and working. Grants being received through government scheme administrator and at expected levels. Current risk heightened due to switch to LATCo and need to embed trading approach.

ID Risk	Risk Type	Directorate	Risk Title	Description	Mitigating Controls	Mitigated Risk Rating	Risk Owner	Risk Owner Comments
					continue achieving best value for the materials we collect.			
Pla33	Operational	Place	The continuity of the recycling and waste service	Failure of the recycling and waste contractors to deliver the service through staff shortages, strike action, company liquidation, legal prohibitions and/or other similar circumstances that render this contractor unable to continue with the contract. Additional risk from the move from the current contract to a new service delivery model.	Partnership working Identification of scenarios for total service failure and introduce Contract Conditions Guarantee Council owns the collection fleet	High	AD Streetscene	Current transition to LATCo of East Devon Environmental Services Ltd. Full project management approach with it's own risk register is underway. Risk is heightened due to number of critical path actions required for LATCo to be safe and legal on 1st July 2026. Plans in place.
Pla34	Operational	Place	Failure to maintain a clean and safe environment - fleet, machinery, plant and play equipment	There is a risk that the failure to maintain a clean and safe environment because of a lack of fleet, machinery and/or plant and also failing to maintain play equipment to acceptable safety standards could lead to injury.	Replace Equipment, Machinery and Plant Upgrade and/or replace worn out play equipment Annual Review of Vehicle Fleet - Street Scene Servicing of plant and equipment	Medium	AD Streetscene	Working & effective. Additional resources sought through budget setting will improve service resilience and ability to meet growth demand.
Pla35	Operational	Place	Failure to maintain a clean and safe environment - staffing element	There is a risk that the failure to maintain a clean and safe environment because of an increase in service requirements and demand in relation to insufficient staff resources which could lead to harm or injury and loss of reputation.	Review extent of provision Street Scene Workforce Planning Budget Control Allocation of staff resources	Medium	AD Streetscene	Staff vacancies had risen to 34% during summer 2026, subsequent planned HR action has helped reduce this to sub 10%. Additional resources sought through 26/27 budget setting will improve service resilience and ability to meet growth demand.
Pla36	Operational	Place	Failure to maintain Streetscene assets (infrastructure, public realm and outside assets)	There is a risk that failing to maintain the assets managed by Streetscene to a standard that ensures they are safe and fit for purpose could lead to safety hazards, decreased service quality, and potential legal and reputational issues for the council.	Keep ownership records up to date and review mapping Digitally map and survey assets to establish their state of repair. Planned and reactive maintenance programmes for infrastructure assets Programme of inspection for Council-owned trees	Medium	AD Streetscene	Review of tree inspection and maintenance approach underway and additional resources are likely needed here due to aging tree stock and disease.
Pla37	Operational	Place	Management of tenant assets	There is a risk that if our tenanted assets are not managed sufficiently due to lack of resource, that rental income is not maximised and the management of those assets is not robust with alterations etc being made by tenants with no records by EDDC as landlord which then means that strategic asset management becomes more challenging - generating financial but also reputational risk.	New Asset Management Plan being developed. Sept 2025	Low	AD Place, Assets & Leisure	

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Pla38	Operational	Place	Management poorly performing assets	Capital Receipts - failure to adequately resource the identifying of poorly performing assets and then their subsequent disposal results in additional financial and reputational risk to Council.	New Asset Management Plan being developed. Sept 2025	Low	AD Place, Assets & Leisure	
Pla39	Operational	Place	Maintaining building assets	There is a risk that the failure to maintain building assets because of an increase in user requirements, insufficient staff resources and / or insufficient budget , which could lead to harm or injury, deterioration of an asset's condition and loss of reputation.	Regularly reviewing asset condition to inform prioritisation. Requesting additional budget where needed. Suitable planning for annual capital budget bids through BSCAP.	Low	AD Place, Assets & Leisure	
H&H35	Operational	Housing & Health	Compliance software	Compliance software - AD Regulated Housing Services to speak to Catrin				